MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2022/2023

DOB5014 – ORGANISATIONAL BEHAVIOUR

(All sections/Groups)

7 JULY 2023
9.00 a.m – 11.00 a.m
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 6 pages with 2 sections.
2. Answer **ALL** questions.
3. For sections A, shade your answers in the OMR sheet provided.
4. For section B, write your answers in the answer booklet provided.

SECTION A: MULTIPLE CHOICE QUESTIONS (20 marks).

1. Which of the following statements best defines a work group?

   A) A work group's performance is generally greater than the sum of its inputs from individual members.
   B) A work group interacts primarily to share information, rather than to engage in work that requires joint effort.
   C) A work group consists of 3 or more people who work collaboratively.
   D) A work group has a positive synergy and no active group dynamics, resulting in greater outputs.

2. Aleeysha is your director of sales. Since her team members are located in Perak, Penang, and Melaka she has decided to use instant messaging to tie her team members together in order to develop a marketing strategy for a new product line. This is an example of a _____ team.

   A) virtual
   B) self-managed
   C) cross-functional
   D) problem-solving

3. Johan writes an email to his employees. Putting his thoughts onto email is an example of _____.

   A) encoding
   B) decoding
   C) transferring
   D) channeling

4. Ideally, a chain network should be used when _____.

   A) high speed of information transfer is desired
   B) accuracy of information is most important
   C) the network is expected to facilitate emergence of a leader
   D) high member satisfaction is desired

5. Generally, which of the following methods of communication should be used for communicating a complex and lengthy message when the message has to pass through a number of people?

   A) Grapevine communication.
   B) Written communication.
   C) Oral communication.
   D) Nonverbal communication.

Continued...

6. An employment interviewer who expects a female job applicant to put her family ahead of her career is likely to see that in all female applicants, regardless of whether they actually feel that way. This is an example of _____.

   A) information overload
   B) selective perception
   C) emotional labor
   D) filtering

7. Filtering is a barrier to effective communication. Filtering takes place when _____.

   A) the interpretation of the message gets affected by the receiver's emotion
   B) the information we have to work with exceeds our processing capacity
   C) a sender purposely manipulates information so the receiver will see it more favourably
   D) the receivers in the communication process selectively see and hear based on their motivations, experience, and other personal characteristics

8. Leaders who clarify role and task requirements to accomplish established goals exhibit a(n) _____ style of leadership.

   A) transformational
   B) transactional
   C) charismatic
   D) authentic

9. Power is a function of _____.

   A) goal congruency
   B) realisation
   C) inheritance
   D) dependency

10. Which of the following types of power is most likely to be negatively related to employee satisfaction and commitment?

    A) Expert power.
    B) Reward power.
    C) Legitimate power.
    D) Coercive power.

Continued...

11. Chong Min comes to you with a request for funds for a project. He reminds you that company policy supports his position. He is using the tactic of _____.

A) coalition
B) consultation
C) ingratiation
D) legitimacy

12. When your work group disagrees, the disagreements usually concern how the group's work should be accomplished. The type of conflict experienced by your group is _____.

A) task conflict
B) relationship conflict
C) process conflict
D) traditional conflict

13. The conflict-handling techniques are characterised by two dimensions, cooperativeness and assertiveness. Cooperativeness indicates the degree to which _____.

A) one party attempts to satisfy his or her own concerns
B) one party attempts to suppress the conflict
C) the parties attempt to find a win-win solution
D) one party attempts to satisfy the other party's concerns

14. Shein feels that her cubicle neighbour talks loudly on the phone, but in other ways she is a great neighbor. Shein gets annoyed every time her neighbour's phone rings, but she has decided it's simply not worth the trouble to talk to her neighbor. Shein's conflict-handling intention is called _____.

A) competing
B) avoiding
C) accommodating
D) compromising

15. In which stage of the conflict process does conflict become visible?

A) Outcomes.
B) Intentions.
C) Incompatibility.
D) Behaviour.

Continued...

16. Which of the following is an example of a source of individual resistance?

A) Limited focus of change.
B) Product orientation.
C) Fear of the unknown.
D) Structural inertia.

17. Which of the following reactions from employees is preferable as a response to change?

A) Silence.
B) Apathy.
C) Resignation.
D) Open discussion.

18. If individuals resisting change are included in making change decisions in an attempt to gain their support, this approach is called _____.

A) cooptation
B) exploitation
C) manipulation
D) coercion

19. The application of direct threats or force upon resisters is called _____.

A) negotiation
B) cooptation
C) manipulation
D) coercion

20. Which of the following is <u>not</u> a reason why organic structures promote innovation?

A) High formalisation.
B) Low vertical differentiation.
C) High flexibility.
D) Low centralisation.

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SECTION B: STRUCTURED QUESTIONS (80 Marks)

QUESTION 1

> Few trends have influenced jobs as much as the massive movement to introduce teams into the workplace. However, individualistic organisations find it difficult to create team players.

Statement 1

(a) Based on Statement 1 above, list and explain **THREE (3)** methods to turn individuals into team players. Provide an example for each method. (9 marks)

(b) Identify **SIX (6)** characteristics of Effective Teams. (6 marks)

(Total 15 marks)

QUESTION 2

(a) List and explain **FIVE (5)** main functions of communication. (15 marks)

(b) Contrast downward, upward, and lateral communication. Provide an example for each element. (9 marks)

(Total 24 marks)

QUESTION 3

(a) State **FIVE (5)** characteristics that describe an effective business leader. (5 marks)

(b) Identify and explain the two dimensions of leadership as per described in the **University of Michigan studies.** (6 marks)

(Total 11 marks)

QUESTION 4

(a) Define *conflict.* (2 marks)

(b) Explain **FOUR (4)** functional and **FOUR (4)** dysfunctional outcomes of conflict. (12 marks)

(Total 14 marks)

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QUESTION 5

(a) Predict and briefly explain any **FIVE (5)** factors of work-related stress. (10 marks)

(b) List **SIX (6)** consequences of work stress. (6 marks)

(Total 16 marks)

End of Paper